



OPPORTUNITY STARTS AT HOME

Education is Housing: Students do better when they are stable in their housing.

Health is Housing: People have less health needs when living in a safe healthy home.

Hunger is Housing: People are less hungry when they can prepare food in their home.

Racial Equity is Housing: Racial inclusive, mixed-income neighborhoods benefit everyone.

Economic Mobility is Housing: Safe, affordable housing enables low-income people to climb up the income ladder and achieve the American Dream.

Criminal Justice is Housing: Individuals transitioning out of the criminal justice system need a good place to call home so that they can reconnect with society and rebuild their lives.

Disability Rights is Housing: People with disabilities able to maneuver safely in their homes, increases their ability to participate in the community.

Homelessness is Housing: Access to affordable housing increases stability for vulnerable households and helps avert homelessness.

Housing Influences Outcomes Across Many Sectors Confirmed by Research

UTAH HOUSING COALITION

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Introduction

The 2022-2026 Strategic Plan was developed by the staff and board of the Utah Housing Coalition. It is based on inputs from representative community partners, members, board and staff, who participated in interviews and/or a survey. The staff and board analyzed the results of these inputs, identified key themes for the next plan period and developed the strategic responses that comprise this plan.

Overview of the Organization

The Utah Housing Coalition has worked tirelessly to promote affordable housing throughout the state, leveraging the strengths of its 100+ members and partners. The coalition is staffed by three professionals with a 14-member board representing key public and private sector actors and influencers who are committed to its mission. Funded by membership fees, an annual conference and grants from public and private sources, the coalition convene individuals and organizations, conducts relevant research, awareness, education and advocacy in pursuit of its mission and vision. Its work is characterized by a set of values that reflect the commitment, focus and underlying principles of the way in which it pursues its mission and vision.



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Vision, Mission, and Values



Our Values

Values defined: The boundaries within which the organization will operate in pursuit of its vision. UHC staff and board defined the values that are reflected in the way they accomplish their work and the experiences of the coalition’s staff, board, members and the broader community.

Collaboration

We view this as an essential ingredient to provide leadership on key issues. We convene and facilitate with experts to discover solutions that no one individual or group may have anticipated was possible. We represent the essence of real collaboration.

Equity

We level the playing field to provide access to resources and opportunities for members, partners, low income homeowners and renters. We are inclusive to all that support our mission and care about affordable housing. We provide reparative efforts for BIPOC and marginalized populations



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in an effort to assist them in creating generational wealth.

Inclusion

We strive for equal access to opportunities and resources for people who might otherwise be excluded or marginalized.

Integrity

As a trusted and reliable community partner, we use information and data to support our work. We strive toward finding solutions that improve on the status quo.

Intentional

We are deliberate in our work toward targeted goals for those that are marginalized or vulnerable.

Passionate

We believe that “Opportunity Starts At Home”. We are courageous and dedicated to meeting our mission.

Major Achievements: Strategic Plan 2017-2021



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The 2017-2021 Strategic Plan centered on four strategic goals:

1. Advance public policy to support increased investment and incentives for affordable housing strategic objectives
2. Expand community awareness of affordable housing through education and information strategic objectives
3. Expand community partnerships and the membership base
4. Maintain a financially viable housing coalition with the capacity to fulfill the mission strategic objectives.

There were several significant achievements toward these goals along with the recognition that coalition successes have come as often through responding to emerging opportunities and crises, as through intentional planning. The coalition's ability to respond quickly and effectively to both, are grounded in the longstanding active relationships that the coalition has built over the years and its ability to remain informed and connected. This was particularly true as the coalition became a central source of information for housing relief in response to the COVID 19 pandemic. Prior to and throughout the pandemic the coalition made progress toward its strategic goals.

Goal 1. Advance public policy to support increased investment and incentives for affordable housing strategic objectives. The establishment of the Affordable Housing Commission and the statewide requirement for Moderate Income Housing Plans, the result of collaboration and advocacy, have been a major step forward during this planning period. UHC has also been able to respond to opportunities made available through national COVID relief programs. Additionally, the coalition has been able to provide time and expertise to respond to emergent issues including recent support to maintaining manufactured housing for residents about to be displaced by new developments.



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Goal 2. Expand community awareness of affordable housing through education and information strategic objectives. The coalition remains the go to source of comprehensive information on the myriad of issues connected to affordable housing. Prior to the COVID response restrictions, monthly membership meetings were convened to share and discuss emerging data, highlight the work of members and update on the status of legislation. These monthly meetings were shifted to quarterly meetings that were convened in locations across the state, providing more access to rural communities and deeper understanding of housing issues in rural Utah. The Annual Housing Conference remains a highlight of the education and networking activities of the coalition, as well as its major fundraising event. The coalition has access to a wide range of national experts who are eager to present at this conference. UHC updated and distributed the Fifth Edition of the Renters' Toolkit and it is now available in four languages. UHC was able to continuously update COVID relief programs and funding information and access points.

Goal 3. Expand community partnerships and the membership base. Relationships and connections are recurrent themes in all discussions of the achievements and strengths of the coalition. The Annual Housing conference is the signature event that promotes education and networking among members and partners. The coalition has recently begun to do examine housing disparities among racial and ethnic groups, linked to socio-economic status and geography. This is creating new knowledge and connections with potential members, partners and advocates. As a leader in the field, UHC is working intentionally to expand the tent of members and partners that have the knowledge and ability to lead out with mission-related issues.

Goal 4. Maintain a financially viable housing coalition with the capacity to fulfill the mission strategic objectives. The coalition, with its minimum staff and administrative expenses, has been nimble and effective. Grant funding is beginning to increase and there is a recognition that the



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coalition is ready for a strategic look at the organization as a whole, including fundraising, measuring and documenting results, staffing and succession planning.

The strategic direction of the Utah Housing Coalition for 2022-2026 will continue to focus on these areas, building on and expanding the successes of the past and establishing a structure that will support that expansion.

Context Overview and SWOT Highlights

High housing cost burdens are driven by persistently high housing costs relative to income. Distance from home to work, availability and cost of transportation, access to child care and schools, create additional constraints to affordable housing. The situation in rural areas, especially popular tourist destinations, is also increasingly difficult. High volume tourist areas are seeing increases in visitors but a decrease in permanent residents, and a high demand for staff in the tourism and hospitality sector. Utah's housing stock is growing but that growth does not translate into units that are affordable for all and low-income units are not keeping up with demand. The establishment of the Affordable Housing Commission and other elements of the legislation that created it, represent a starting point while still leaving much up to the supply side of the housing market. COVID has exacerbated the existing imbalance between income, housing costs and geography. UHC has responded well to the challenges and opportunities of the COVID response and recovery funding, connecting members with opportunities and continuously updating information and resource availability.

The SWOT analysis presented below, represents highlights from the community, member, staff and board survey conducted in preparation for this plan. These highlights were prioritized for action during the strategic planning retreat.



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SWOT Analysis: Internal	
Strengths	Weaknesses
<p>Dedicated, passionate, competent, committed, long-standing, trustworthy and knowledgeable staff</p> <p>Connections and relationships with multiple stakeholders, including elected officials, housing advocates and community partners, promote unity, and connections</p> <p>Consistent and credible knowledge and information for housing advocates, including knowledge of policy and legislative agenda</p> <p>Advocacy bridge between legislators and the public</p> <p>Continuing state level advocacy on low income housing needs and issues</p> <p>Willing to take quick action in response to emerging needs</p>	<p>Lack of clear priorities and direction, focus on too many issues; Insufficient staff to expand the mission</p> <p>Lack of key performance indicators related to organizational objectives and staff performance</p> <p>Communications (specific stakeholders and priorities) are not clear</p> <p>Decrease in coalition capacity: staff, membership and member staff, levels of funding; increased need for collaboration and cohesion v. competition</p> <p>Getting member agencies to support each other's work (competing interests, adversarial relationships e.g., landlord/tenant/developers)</p> <p>Lack of resources for rural communities; too much focus on Salt Lake County</p> <p>Could leverage more organizations into members and advocates, e.g., the Family Investment Coalition</p>



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SWOT Analysis: External	
Opportunities	Threats
<p>Interest in housing is at an all-time high and will be for the next generation - - UHC has the opportunity to expand and lead out on this issue:</p> <p>Take advantage of opportunities created by the Affordable Housing Commission</p> <ul style="list-style-type: none"> • Outreach to new partners and communities, engaging developers and operators; state and local leaders; representatives of those most affected; rural areas • Leverage more organizations into members and advocates: with and between minority communities, LDS Church authorities, developers, owners and builders • Consider Utah League of Cities and Towns (7), Family Investment Coalition <p>Promote membership, education, advocacy, partnership development for more affordable housing</p> <p>Expand advocacy including and beyond the legislative season</p> <p>Increase knowledge and data provided to partners, funders and community, including statewide reports, white papers and research conducted by UHC, eviction law, tracer studies, market conditions updates/analysis</p> <p>Special populations: people experiencing homelessness, age related vouchers</p> <p>Consider holistic approaches including environmental and health concerns, connecting organizations, people and resources, creating a strong and vibrant State: Link these concerns to related aspects of the building industry, and regulation and planning fields</p>	<p>CRA Modernization</p> <p>Political climate, e.g.</p> <ul style="list-style-type: none"> • Lobbying power of landlords/developer (some are elected officials, lead conversation about “affordability”) • Focus on longer term efforts to change laws, listening to tenants, partnering with lawmakers to really move the needle even if it’s slow • Legislative action once rent relief and the eviction moratorium ends • Tax reform that negatively impacts housing • NIMBY • Utah laws almost never favor the renter and continue to get worse • Insufficient support from the state legislature to prioritize affordable Many of those most able to effect positive change not being willing to step up and be part of the solution <p>Economic factors (exacerbated by COVID)</p> <ul style="list-style-type: none"> • Housing instability when moratoriums are lifted on housing evictions and foreclosure • Advocacy for living wages should be part of the conversation • Increasing economic inequality could marginalize efforts to create more opportunity and equity, social mobility • Rent and purchasing prices skyrocketing • Not enough low-income housing, located where there is access to social/economic opportunity and services • The rise in homelessness • Rising costs (land, construction) • Non-investors find it hard to compete for housing that is affordable as investors are able to offer cash offers \$5,000-\$20,000 over asking price



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Strategic Objectives 2022-2026

Objective 1: Actively expand partnerships with and between an increasingly diverse membership base.

Objective 2: Increase timely provision of proactive, relevant information to targeted stakeholders involved in housing stability.

Objective 3: Advocate at federal, state and local levels for equitable policies and adequate resources for affordable housing.

Objective 4: Review and revise the structures and practices needed to increase and amplify coalition achievements, specifically:

- A. Staffing and Succession Planning**
- B. Resource Mobilization and Fundraising**
- C. Measuring Results**
- D. Communication**

Cross cutting themes that will infuse all strategies for the 2022-2026 planning cycle include:

- Focusing education, advocacy and partnerships for long- and short-term benefits. This recognizes that while UHC has been extremely successful in responding to the opportunities and threats in the environment, there is also a need for focus. This includes identification and selection of educational needs and resources among the membership, proactive as well as responsive advocacy, and strategic outreach and partnerships with underrepresented groups, including rural focused organizations, developers and BIPOC led/serving organizations.
- Adapting organizational practices that will promote and support continued quality and expansion of membership and activities. These include attention to fundraising and resource mobilization, staffing and succession planning, measuring and documenting achievements, communication strategies.



Strategic Management Plan

This section presents the plan with major activities, a broad timeframe and resource requirements for each objective in a table format.

Strategic Objective 1: Actively expand partnerships with and between an increasingly diverse membership base										
Outcome: 20% increase in membership of target groups (Tier 1 and Tier 2)										
Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
1.1 Engage identified potential members representing: Tier 1 <ul style="list-style-type: none"> Rural communities Organizations that serve and/or are led by BIPOC Stakeholders in "Opportunity Starts at Home" 	Increased participation of these organizations in coalition activities Engagement of members in UHC activities, e.g., attendance and/or presentation at Housing Conferences, Monthly/quarterly meetings, legislative activities Monthly/quarterly reports on activities and results	X	X	X	X	X	X	X	X	Staff time/materials Listing/contacts with Tier 1 groups
1.2 Develop a strategy for increased engagement of Tier 2 representatives: <ul style="list-style-type: none"> Developers Bankers Accountants/Firms Lawyers Contractors Service Providers (homeless services, case management, 	Articulated common ground between UHC and Tier 2 Proposed outreach strategies and education, materials and 1-1 engagements Events/discussions to move forward shared agenda			X	X					Staff time Board support/input

Strategic Objective 1: Actively expand partnerships with and between an increasingly diverse membership base

Outcome: 20% increase in membership of target groups (Tier 1 and Tier 2)

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
behavioral health) • Management Companies										
1.3 Conduct Tier 2 engagement activities annually	Engagement activities scheduled and assigned to staff monthly Increased participation of Tier 2 in UHC activities (educational events attended/sponsored/co-planned; inputs to strategies, advocacy) Monthly/quarterly reports on activities and results					X	X	X	X	Staff time Board support/input
1.4 Revise member fee structure and benefit package based on a survey of members and partners, and peer organizations	Changes in fee structure and benefit package; increased membership	X	X							Staff time to conduct, analyze, report on a member survey
1.5 Establish a searchable membership data base available to all members Create profiles, build system	Determination of what's needed to (research expertise, peer orgs, firms) 80% of active members have complete profiles in data base Number of new/diverse members included in proposals and projects					X				IT support or consultant to develop a searchable database, (e.g., Declarative) Staff to maintain data base Funding for IT services

Strategic Objective 1: Actively expand partnerships with and between an increasingly diverse membership base

Outcome: 20% increase in membership of target groups (Tier 1 and Tier 2)

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
	Number of partnerships developed from data base searches, based on feedback from annual member survey									
1.6 Establish partnerships with Tier 1 groups to submit and implement grants that affect clients, population, geography and expertise Include new, diverse partners in RFPs, based on expertise, client population & geography	Joint proposals submitted Projects undertaken Results achieved					X				Member profiles Staff
1.7 Develop strategy to convert partners to members	Identify current partners who could become members: UHC network, board members networks Target for membership Number of partners who become members					X	X			Staff time Access to networks of current members, staff and board members
1.8 Conduct annual membership satisfaction survey	% response to survey; use of feedback in next planning cycle			X	X	X	X	X	X	Staff/consultant time, partner opportunities

Strategic Objective 2: Increase timely provision of proactive, relevant information to targeted stakeholders involved in housing stability

Outcome: 75% of participants in UHC educational activities report awareness of relevant, timely and new information and/or resources.

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
2.1 Map current and potential audiences, information needs and potential educational activities	<p>Definition of audiences, including tenants, home owners, landlords, developers, community partners, public, NIMBYs and elected officials, "Opportunity Starts At Home" partners</p> <p>Messages/information and proposed activities per audience</p>			X		X	X	X	X	Staff, independent contractor
2.2 Map resources for specific topics (members, partners, local, regional national)	<p>Willing and interested resource people, including of populations experiencing housing disparities, organizations with specific interests/expertise, written materials, relevant to specific audiences</p> <p>More effective messaging</p>			X	X	X	X	X	X	<p>Comment: Will any of these resource people require funding?</p> <p>Include multiple perspectives, including those out of alignment with UHC</p>
2.3 Develop an annual plan for education and awareness activities that are linked to specific target groups, messages and the legislative cycle, and include face to face and virtual	<p>Plan Schedule of activities</p> <p>Activities completed and feedback on activities</p>		X		X	X	X	X	X	<p>Staff time</p> <p>Specialists for graphics, materials design</p>

Strategic Objective 2: Increase timely provision of proactive, relevant information to targeted stakeholders involved in housing stability

Outcome: 75% of participants in UHC educational activities report awareness of relevant, timely and new information and/or resources.

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
opportunities, newsletter and website features										
2.4 Implement and evaluate the plan	Participant report increased awareness, education and/or motivation to act		X		X	X	X	X	X	Staff time, data base of evaluation results
2.5 Establish a working group for tenant/landlord education campaign Analyze tenant/landlord law and what others are doing (peers, national recommendations) Identify UT members of the national group Curriculum/linked to tenant toolkit	Membership and scope of work for the working group Meetings and outputs Campaign defined			X	X					Facilitator to manage formation and establishment of the working group FTE especially for first year
2.6 Design, implement and evaluate the campaign	Campaign elements featured in social media, newsletter, membership meetings, other outlets % of members and partners participating in campaign events			X	X	X	X			Consultant or in-kind contributions of time by members, partners, board
2.7 Develop and implement an orientation to	Percent increase of elected officials with increased awareness	X			X	X	X	X	X	Staff time and legislature staff

Strategic Objective 2: Increase timely provision of proactive, relevant information to targeted stakeholders involved in housing stability

Outcome: 75% of participants in UHC educational activities report awareness of relevant, timely and new information and/or resources.

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
affordable housing for recently elected officials, before their first legislative session	of Affordable Housing issues									Comment: Timing linked to elections and legislative sessions
2.8 Advocate for a searchable data base with all affordable housing units using ARPA funds	Establish searchable fields in current data base			X		X				Staff time, State funding for maintenance; vendor partnership

Strategic Objective 3: Advocate at federal, state and local levels for equitable policies and adequate resources for affordable housing

Outcomes: Policies and resources generated at state and local levels

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
3.1 Develop multi-year strategy to secure a dedicated source of state funding for affordable housing, this can be linked to education activities	Key influencers identified with schedule of outreach activities and content developed Activities developed for legislative season and between legislative sessions		X	X						Staff time/board input
3.2 Implement strategy	Annual implementation strategy Report of activities completed, results and needed revisions to the strategy				X	X	X	X	X	Staff time
3.3 Plan and implement campaign to secure state funding for project based rental assistance	Long term campaign with annual benchmarks identified		X	X	X	X				Staff time
3.4 Establish a working group to advocate for revised Landlord & Tenant Law for fairer outcomes for everyone	Working group with appropriate membership, mandate and process			X						Staff time, Legal advisor
3.5 Facilitate the group to develop a comprehensive advocacy strategy based on member strengths	Advocacy strategy complete Members, partners, and others with specialized			X	X	X				Facilitator (staff, board, consultant)

Strategic Objective 3: Advocate at federal, state and local levels for equitable policies and adequate resources for affordable housing

Outcomes: Policies and resources generated at state and local levels

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
	knowledge, skills networks identified									
3.6 Develop plan and schedule for outreach to local, state, and federal elected officials to advocate for support in funding affordable housing	Calendar of outreach events for elected officials				X	X				Staff time plus working group inputs

Strategic Objective 4: Review and revise the structures and practices needed to increase and amplify coalition achievements, specifically: Staffing and Succession Planning, Resource Mobilization and Fundraising, Measuring Results and Communication.

Outcomes: UHC staffing, structure, resource requirements and results are clearly defined, communicated and measured

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
4.1 Conduct an analysis of staff activities/time to accomplish main functions of the organization (track major staff assignments and time to complete)	Complete activities form daily for evaluation for creating job description and gaps needed to complete UHC team	X	X							Staff time
4.2 Determine optimal staff complements (size/duties) to complete the strategic plan	Priorities, plans and staff time articulated		X	X						Staff time
4.3 Create organizational chart with role descriptions	Completed organizational chart			X						ED/staff time
4.4 Create role descriptions based on the work needed in this Strategic Plan	Completed job descriptions			X						ED/staff time Inputs of experienced board
4.5 Identify potential resources for additional human resources: funding for new hires, internships, volunteers, AmeriCorps	Resource mapping, most likely sources Outreach to University of Utah MPP internship program			X						ED/experienced board inputs
4.6 Develop budget for ideal staffing	Budget complete		X							ED, Board
4.7 Engage board expertise via continuation of Board Selection, Conference Committees; and an	Six monthly meetings to review each program area, progress, inputs, and more		X		X	X	X	X	X	Staff/board time

Strategic Objective 4: Review and revise the structures and practices needed to increase and amplify coalition achievements, specifically: Staffing and Succession Planning, Resource Mobilization and Fundraising, Measuring Results and Communication.

Outcomes: UHC staffing, structure, resource requirements and results are clearly defined, communicated and measured

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
individual basis with committees formed as needed, e.g. in response to specific project needs; and as fundraising becomes more critical consider a fundraising committee, and Board development										
4.8 Identify and activate champions from community, legislature and those with lived experience Include board members with lived experience	List of champions in each category and engagement plan	X		X		X	X	X	X	Staff/board time
4.9 Scenario planning for ED succession within the next 5 years	Scenarios reviewed and discussed with ED and Board; plan in place for implementing					X		X		Board inputs and decisions
4.10 Implement selected scenario	Selection process underway							X	X	
4.11 Explore fundraising and membership fee strategies of other coalitions	Summary of strategies and fee structures identified									Staff time
4.12 Conduct a development assessment for the	An analysis of revenue streams from 3 prior years; make observations									Executive Director, other staff, or Consultant

Strategic Objective 4: Review and revise the structures and practices needed to increase and amplify coalition achievements, specifically: Staffing and Succession Planning, Resource Mobilization and Fundraising, Measuring Results and Communication.

Outcomes: UHC staffing, structure, resource requirements and results are clearly defined, communicated and measured

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
purpose of analyzing income streams	and recommendations									
4.13 Create fundraising organizational structure	Provide organizational structure including gift acceptance policies and department procedures, donor database processes, and gift in kind policies									Executive Director or other staff
4.14 Develop a case statement for fundraising purposes	Create a case statement that tells the story AND includes the data needed to compel donors to give Review and revise annually		X			X	X	X	X	Executive Director or other staff
4.15 Develop a strategic fundraising plan that includes and supplements current approaches, including longer term organizational goals and financial and fundraising goals to meet them	Annual fundraising revenue goals are prepared with distinct segments including foundations, corporations, government, and individuals (Individual strategies to include community-led, Board Giving,		X			X	X	X	X	Consultant and/or staff and board expertise and time

Strategic Objective 4: Review and revise the structures and practices needed to increase and amplify coalition achievements, specifically: Staffing and Succession Planning, Resource Mobilization and Fundraising, Measuring Results and Communication.

Outcomes: UHC staffing, structure, resource requirements and results are clearly defined, communicated and measured

Major Activities	Outcomes	Year 1				Y2	Y3	Y4	Y5	Resources
		Q1	Q2	Q3	Q4					
	<p>Major gifts, Special appeals and events, and end of year campaigns)</p> <p>Fundraising strategies and tactics with timing, responsible person, and benchmarks</p> <p>Annual fundraising calendar & activity timeline including stewardship activities</p> <p>Regularly (quarterly or monthly) review and measure of outputs and outcomes</p>									
4.16 Implement a simple system for routine, regular tracking of activities and results	<p>Simple data collection tools for major activities</p> <p>Data collected for each major activity (events, meetings, research reports)</p>	X	X	X	X	X	X	X	X	Staff time and/or consultant or board expertise and time
4.17 Present highlights of program activities at regular board meetings	Program reports, results discussion		x		x	x	x	x	x	Staff/board time

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Acknowledgments

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Warm regards,

Julie DeLong
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